

To: Carlisle Town Department Heads, Boards and Commission Chairs

Subject: Fiscal Year 2017 Budget Process

The Carlisle Finance Committee (FinCom) would like to take this opportunity to review this year's budget process with you.

Massachusetts general law allows for a maximum increase in the levy limit of 2½ % without an override. Additional revenue growth is supplied by an increase in the tax base due to new housing construction. For the past several years, we have seen a very modest number of new housing starts and we expect this trend to continue in Fiscal Year 2017 (FY17). We are forecasting that state aid will be flat. These factors combine to produce a minimal increase in revenues. In addition, debt service payments for the Concord Carlisle Regional School District building project are expected to be an increasing component of tax bills in FY17, applying additional pressure to our taxpayers.

We are therefore asking each department, board, and commission (referred to in the rest of this letter as "department") to prepare a budget that presumes a zero percent (0%) increase in departmental funding for FY17 for all line items, excluding salary and wages (we've attached a copy of the FY16 budget numbers for your convenience). Please do not include contractual and/or cost-of-living salary increases – allowances will be made to cover increases in payroll costs for existing personnel due to pre-existing or anticipated contractual obligations and/or cost of living increases recommended by the Personnel Board. If you are planning to hire additional staff, add hours for or change the job description of existing staff, please present such requests and gain the recommendation of the Personnel Board before presenting your budget to FinCom.

The Long Term Capital Requirements Committee will continue the practice of meeting jointly with the FinCom regarding significant capital expenditures. Please include any long term capital requests, extending out five years, as part of your budget request.

Our budget process will occur in two phases:

1. Certain departments (Carlisle Public Schools, Concord-Carlisle Regional School District, Police Department, Fire Department, Council on Aging, Long Term Capital Requirements Committee) will be contacted to schedule a strategic review session in October or November. If you are not one of these departments but believe your department cannot accommodate the restriction of a zero-based budget, you should contact FinCom directly as soon as possible to schedule a meeting. All such meetings must be held prior to November 20, 2015 and are for gathering input, not final decisions. While we understand that budgetary needs may arise during the fiscal year, we stress the importance of planning ahead and therefore limiting the surprises that the town has to face during the budget process.

These sessions will start with a review of your department's actual FY15 and FY 16 expenses, and anticipated FY17 expenses and capital requirements. Please prepare this information in advance, preferably with your FinCom liaison (see list at end of this letter). FinCom liaisons will work with you to understand and structure your department's forecasted FY17 expenses by program or service

deliverable. Please note that some departments are being asked to provide a three-year budget plan. This continues our expectation that going forward all departments will be asked for three year budget projections.

2. After reviewing the budget requests from all selected and requesting departments, FinCom will develop an overall "guideline" budget that it feels will fairly allocate anticipated revenue from all sources (e.g. property taxes, local receipts, state aid) to all departments. In December, you will receive the FY17 guideline budget target for your department. There will be a final round of meetings scheduled during January to finalize departmental budgets if required, and to combine them into a balanced Town budget. In March, FinCom will present a recommendation to the Board of Selectmen (BOS) for the FY17 Budget to be presented and approved at Town Meeting.

FinCom remains committed to maintaining a functional and affordable Carlisle, and our members are prepared to work with you individually on both the process and the issues that are identified. We urge each department to review its FY17 budget sooner rather than later. If you have any questions, please contact Town Administrator Tim Goddard (TGoddard@carlisle.mec.edu) or your FinCom liaison.

Regards,

Carlisle Finance Committee

Kevin Perkins, Chairman
Michael Bishop
Jim Darr
Jerome Lerman
John Keller
Karen Huntress
Scott Triola

Attachments:

FY 2016 Budget
FinCom Liaison assignments for FY 2017

Departmental Budgets for FY 2016

General Government

General Expense & Town Hall	\$755,426
Citizen Recognition	\$275
Treasurer	\$151,547
Town Clerk	\$72,070
Registrar & elections	\$13,988
Assessors	\$109,789
Planning Board	\$88,760

Protection of Person & Property

Police	\$1,422,264
Fire (net of ambulance fund support)	\$457,346
Communications	\$332,046
Conservation	\$100,260
Dog & animal control	\$10,782
Inspection services	\$33,879
Street Lighting	\$24,000

Board of Health	\$91,085
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Public Works

DPW (incl trees)	\$714,742
Snow & Ice	\$65,558
Road Maintenance	\$88,416
Transfer Station	\$262,003

Public Assistance

Youth Commission	\$2,872
Council on Aging	\$180,319
Senior Tax Voucher Program	\$25,000
Veteran's Agent	\$11,600

Education

Carlisle public school	\$10,441,674
CCRSD (w/o debt)	\$5,905,074
CCRSD debt service	\$1,253,485
MMRHS, including debt service	\$226,285

Library	\$594,064
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Recreation	\$149,990
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Insurance and Benefits

Blanket insurance	\$205,000
Group insurance & medicare	\$1,000,000
OPEB Trust	\$225,000
Unemployment Insurance	\$50,000

Unclassified

Interest, fees, & costs	\$1,000
Public Celebrations	\$1,000
Reserve Fund	\$150,000

County Retirement \$771,117

Long Term Capital Requests \$401,130

FinCom Liaison Assignments for FY2017

Board of Health: Karen Huntress

Carlisle Public Schools: Scott Triola

Community Preservation Committee: Karen Huntress

Concord Carlisle Regional School: Karen Huntress

Conservation Commission: John Keller

Council on Aging: Jerry Lerman

Fire Department: Jim Darr

Housing Authority: Michael Bishop

Library: Scott Triola

Long Term Capital Requirements Committee: Jerry Lerman, Jim Darr, and Karen Huntress

Minuteman Vocational School: Jerry Lerman

Personnel Board: Scott Triola

Planning Board: Scott Triola

Recreation Committee: Michael Bishop

Town Departments and DPW: John Keller

Police Department: Jim Darr

If you don't already know how to contact your department's FinCom liaison person, you can reach them via Town Administrator Tim Goddard (TGoddard@carlisle.mec.edu)